POSTE ITALIANE
CAPITAL MARKETS UPDATE
2019 RESULTS & 2020 GUIDANCE

Rome, 6 March 2020
AGENDA

MATTEO DEL FANTE – CEO AND GM
DELIVER 2022 PROGRESS REPORT
KEY GROUP & SEGMENT PERFORMANCE DRIVERS
OPERATIONAL PRIORITIES FOR 2020+

GUIDO NOLA – GROUP CFO
2019 FINANCIAL RESULTS
2020 GUIDANCE
POSTE ITALIANE
CAPITAL MARKETS UPDATE
2019 RESULTS & 2020 GUIDANCE

MATTEO DEL FANTE – CEO & GM
PREPARED TO ADDRESS UNEXPECTED ENVIRONMENT
DIVERSIFIED BUSINESS MODEL SERVING THE DAILY NEEDS OF OUR CUSTOMERS

GROUP STRENGTHS

- Distribution platform of choice combining extensive post offices and alternative delivery network with increasing use of digital channels
- More than 75% of Group revenues unrelated to short term commercial activities
- Flexible balance sheet, with very limited leverage and positive cash position
- Strong capital position in Insurance and capital light business model in Financial Services

MAIL & PARCEL

- Impact on China inbound volumes Mail & Parcel
- Impact on mail volumes from economic slowdown
- Impact on B2B parcels from lower commercial activity

FINANCIAL & INSURANCE

- Risk aversion impacting asset management products
- Lower demand for personal loans and mortgage

PAYMENTS & MOBILE

- Card issuing slowing down
- Cards transactions slowing down, growing trend y/y

PEOPLE

- Impact on health and safety of Poste employee and business continuity

KEY RISKS

- Limited revenue share from China
- Lower margin mail products most impacted
- Strategy focused on fast growing B2C

MITIGATING FACTORS

- Increasing inflows to risk free products (deposits and postal savings)
- No performance fees in Asset Management and limited portfolio churn
- Insurance accumulation as a valuable product to smooth market volatility
- More than 50% of 2020 capital gains already secured

- Increasing card top-ups
- Strategic focus on digital payments

- Restricted travel policy
- Smart-working enabled by advanced IT
- Proactive response in affected areas; groupwide contingency planning
2019 RESULTS AHEAD OF TARGETS, SECOND CONSECUTIVE YEAR

DIVIDEND +5% Y/Y IN LINE WITH DELIVER 2022 COMMITMENT

DIVERSIFIED BUSINESS MODEL TO REACH 2020 TARGETS
### ALL FINANCIAL TARGETS ACHIEVED TO DATE

**NET PROFIT DOUBLED SINCE 2016; NEW GUIDANCE FOR 2020 BASED ON UNAFFECTED MARKETS**

€ bn unless otherwise stated

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.6</td>
<td>10.7</td>
<td>10.86</td>
<td>11.0</td>
<td>11.04</td>
<td>10.9</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBIT MARGIN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.1</td>
<td>1.4</td>
<td>1.50</td>
<td>1.6</td>
<td>1.77</td>
<td>1.6</td>
<td>1.8</td>
</tr>
<tr>
<td></td>
<td>11%</td>
<td>13%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td><strong>NET PROFIT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.7</td>
<td>1.0</td>
<td>1.40¹</td>
<td>1.1</td>
<td>1.34²</td>
<td>1.1</td>
<td>1.3</td>
</tr>
<tr>
<td><strong>DIVIDEND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>(€/SHARE)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.42</td>
<td>0.44</td>
<td>0.44</td>
<td>+5%</td>
<td>0.46³</td>
<td>+5%</td>
<td></td>
</tr>
</tbody>
</table>

---

1. Including 385m one-off DTAs; 2. Including 88m one-off relating to SIA shareholding; 3. Subject to AGM approval
DELIVER 2022

2017-2019 ACHIEVEMENTS
INDUSTRIAL TRANSFORMATION DRIVERS
INVESTMENT, PEOPLE AND PROACTIVE ESG STRATEGY SUPPORTED BY INNOVATION

<table>
<thead>
<tr>
<th>CAPEX</th>
<th>PEOPLE</th>
<th>ESG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017-2019</strong></td>
<td><strong>2020</strong></td>
<td><strong>2020</strong></td>
</tr>
<tr>
<td><strong>GOAL</strong></td>
<td><strong>GOAL</strong></td>
<td><strong>GOAL</strong></td>
</tr>
<tr>
<td>2.8bn CAPEX commitment over plan horizon (2018-2022)</td>
<td>Average headcount target 123,000 by 2022¹ (2017: 138,000) 10,000 skilled hires to drive transformation</td>
<td>Proactive long-standing sustainability targets</td>
</tr>
<tr>
<td>• 1.3bn deployed to date (2018-19)  • Increased automated sorting capacity including Bologna Parcel Hub  • Accelerated payments innovation  • Centralized CRM and robo-for-advisory solutions</td>
<td>• 60% FTE reduction target for 2022 already achieved: <strong>9,000</strong> (2018-19)  • New hires with capabilities in last-mile-delivery, digital &amp; financial advisory: <strong>4,600²</strong> (2018-19)  • Reverse in workforce average age trend for first time in 20Y: <strong>49.5 vs. 50</strong>  • Value added per employee: <strong>67,100 vs. 60,000</strong></td>
<td>• From SDG³ goals to six ESG pillars: first integrated ESG report (2018)  • Poste included in key ESG indexes  • 30% MBO⁴ incentives ESG related  • Wide ranging commitments for small communities (Piccoli Comuni)  • 40% reduction in fleet CO2 emissions by 2022</td>
</tr>
<tr>
<td>• Two new parcel hubs by year end 2020  • Continued innovation in payments  • Financial and insurance service enhancement</td>
<td>• Continued reduction with 8,100 exits⁵  • Step-up in workforce renewal with 6,400 new hires to support business growth</td>
<td>• Two new SDG linked pillars supporting business priorities: Innovation and Diversity &amp; Inclusion</td>
</tr>
</tbody>
</table>

¹ Deliver 2022 target; ² Average data; new hires end of period in 2018 and 2019 equal to 7,160; ³ Sustainable Development Goals; ⁴ Management By Objectives ⁵ Turnover, subsidized exit and fixed term contracts
BUSINESS SEGMENT REFOCUS POWERING FINANCIAL PERFORMANCE
STRATEGY IN ACTION (1/2)

KEY INITIATIVES

FOCUS ON (B2C) PARCEL
• Innovative Joint Delivery Model
• SDA Express Courier (now Op.Co) handling groupwide sorting & automation
• Air & ground transport optimization (now Op.Cos.)
• Customer experience transformation thanks to partnerships and alternative delivery points

FOCUS ON DIGITAL PAYMENTS
• Increased market share in cards and transaction value
• Innovation in digital payments and payments/mobile convergence - Connect, QR Code

FOCUS ON PRODUCTS & SERVICES
• 2017 CDP agreement
• New partnerships in place in Loan & Mortgages and AM
• Salesforce training and advanced data analytics
• Successful life insurance commercial proposition

KPIs: 2019 (vs 2017)

• 100% of JDM implemented
• 52m parcels delivered by Postini (+50%)
• 620k daily automated parcel sorting capacity (+55%)
• 35% B2C market share (+5p.p.)
• Alternative delivery network: 8,000 points

• 28.7m card stock (+16%)
• €33.1bn total card transaction value (+45%)
• 5.4m active e-wallets (+213%)

• Retail net inflows at 3.5bn (vs. 1.2bn)
• Postal savings net outflows -€3.5bn (vs. -7.9bn)
• €3.6bn loan & mortgage (+36%)
• Multiclass 35% of GWP (17x)

1. Latest figure available
GROUPWIDE PERFORMANCE DRIVERS
STRATEGY IN ACTION (2/2)

KEY INITIATIVES

CAPITAL GAINS
- Focus on recurring and sustainable revenues leveraging on capital light(er) product distribution
- Limited reliance on capital gains on bottom line - relevant part of capital gains planned for 2020 secured

COST DISCIPLINE
- Improved HR costs thanks to workforce transformation
- Non-HR costs balancing ongoing operational efficiencies and business activity support

OPEN INNOVATION & DISTRIBUTION STRATEGY
- Internal innovation with focus on digital payments and mobile convergence
- Strategic product partnerships with external specialists across key areas via API-based infrastructure (logistics, last-mile, financial services and payments)
- Distribution partnership boosting PuntoPoste network

KPIs: 2019 (vs 2017)

<table>
<thead>
<tr>
<th></th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td>Net profit</td>
<td>622</td>
</tr>
<tr>
<td>Cap. gains¹ (% net profit)</td>
<td>69%</td>
</tr>
</tbody>
</table>

- HR Costs €5,902m (-3.6%)²
- 50% Ordinary HR costs/Revenues (-3pp)
- Non-HR Costs €2,594m (-10%)

- Launch of PostePay Connect and Codice Postepay
- Partnerships with sennder, Milkman, Moneyfarm and Tink!
- More parcels delivered through Punto Poste network than post offices

1. Net of tax
2. Excluding legal disputes with employees
DISTRIBUTION PLATFORM OF CHOICE
EXTENSIVE PRODUCT PORTFOLIO AND SEAMLESS CUSTOMER EXPERIENCE

Extensive third party products
Selling across our physical and digital channels alongside Poste products

Widespread third party distribution network
Improving our proximity to customers

Innovative Digital Partners
Integrated into our offer through Open Innovation API platform

CLOUD ENABLED DIGITAL PLATFORM

Hybrid distribution model

Cloud
Open API
Ethical data usage
Open Source

35 M Customers
PosteItaliane

12,809 Post Offices

Digital channels
Payments & Mobile
Mail & Parcel
Digital services

Innovative product & services

Financial & Insurance

35 M Customers

PA
Enterprises
Citizens
Community

Widespread third party distribution network

Empowering people, businesses and public administration

The "engine" of innovation and digitalization for Italy

Innovative Digital Partners

Integrated into our offer through Open Innovation API platform

Extensive third party products
Selling across our physical and digital channels alongside Poste products

PosteItaliane
<table>
<thead>
<tr>
<th>BUSINESS SEGMENT</th>
<th>POSTE MKT SHARE¹</th>
<th>Δ vs 2017</th>
<th>2020+ FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAIL, PARCEL &amp; DISTRIBUTION</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2C parcels (€)</td>
<td>35%</td>
<td>+5p.p.</td>
<td>• 4 parcel/capita in Italy, low market penetration vs EU average</td>
</tr>
<tr>
<td>B2B parcels (€)</td>
<td>10%</td>
<td>+1p.p.</td>
<td>• Higher B2C tariffs validate focus on quality</td>
</tr>
<tr>
<td>FINANCIAL AND INSURANCE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal loans (€)</td>
<td>9.0%</td>
<td>+1.4p.p.</td>
<td>• Diversified financial and insurance offer to meet evolving demand</td>
</tr>
<tr>
<td>Life - Multiclass (GWP)</td>
<td>18.0%</td>
<td>+17.0p.p.</td>
<td>• Driving shift from traditional savings to diversified wealth and protection</td>
</tr>
<tr>
<td>PAYMENTS, MOBILE AND DIGITAL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Card transactions (€)</td>
<td>15.6%</td>
<td>+0.8p.p.</td>
<td>• PostePay to become leader in disruptive digital payments pace</td>
</tr>
<tr>
<td>Acquiring transactions (€)</td>
<td>6.2%</td>
<td>+0.2p.p.</td>
<td>• 86% of total number of transactions still cash in Italy</td>
</tr>
<tr>
<td>Telco SIM (#)</td>
<td>5.3%</td>
<td>+0.8p.p.</td>
<td>• Investing in Codice Postepay to seize merchant and consumer market</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Commercial telco initiatives for more stable revenues and lower churn</td>
</tr>
</tbody>
</table>

Sources: Bankit, Ania, AGCOM, CRIF
¹ Mail, Parcel & Distribution figures as of end-2019, other market shares as of 9M19. Figures are based on internal calculation. ² Penetration rates average of Belgium, France, Germany, Netherlands and Spain.
POSTE ITALIANE CAPITAL MARKETS UPDATE
2019 RESULTS & 2020 GUIDANCE

GUIDO NOLA – CFO
<table>
<thead>
<tr>
<th></th>
<th>Q4-18</th>
<th>Q4-19</th>
<th>Var.</th>
<th>Var. (%)</th>
<th>FY18</th>
<th>FY19</th>
<th>Var.</th>
<th>Var. (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>REPORTED REVENUES</td>
<td>2,913</td>
<td>2,949</td>
<td>+36</td>
<td>+1.2%</td>
<td>10,864</td>
<td>11,038</td>
<td>+174</td>
<td>+1.6%</td>
</tr>
<tr>
<td>ADJUSTED REVENUES¹</td>
<td>2,801</td>
<td>2,852</td>
<td>+51</td>
<td>+1.8%</td>
<td>10,332</td>
<td>10,659</td>
<td>+327</td>
<td>+3.2%</td>
</tr>
<tr>
<td>REPORTED EBIT</td>
<td>(10)</td>
<td>234</td>
<td>+244</td>
<td>n.m.</td>
<td>1,499</td>
<td>1,774</td>
<td>+275</td>
<td>+18.4%</td>
</tr>
<tr>
<td>ADJUSTED EBIT¹</td>
<td>490</td>
<td>477</td>
<td>(13)</td>
<td>(2.7%)</td>
<td>1,673</td>
<td>1,765</td>
<td>+92</td>
<td>+5.5%</td>
</tr>
<tr>
<td>REPORTED NET PROFIT</td>
<td>343</td>
<td>259</td>
<td>(83)</td>
<td>(24.3%)</td>
<td>1,399</td>
<td>1,342</td>
<td>(56)</td>
<td>(4.0%)</td>
</tr>
<tr>
<td>ADJUSTED NET PROFIT¹</td>
<td>349</td>
<td>367</td>
<td>+18</td>
<td>+5.1%</td>
<td>1,172</td>
<td>1,258</td>
<td>+86</td>
<td>+7.3%</td>
</tr>
</tbody>
</table>

1. Excluding gross capital gains on investment portfolio and other items detailed on slide 35
### ALL FINANCIAL TARGETS ACHIEVED TO DATE

NET PROFIT DOUBLED SINCE 2016; NEW GUIDANCE FOR 2020 BASED ON UNAFFECTED MARKETS

€ bn unless otherwise stated

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td>10.6</td>
<td>10.7</td>
<td>10.86</td>
<td>11.0</td>
<td>11.04</td>
<td>10.9</td>
<td>11.1</td>
</tr>
<tr>
<td>EBIT</td>
<td>1.1</td>
<td>1.4</td>
<td>1.50</td>
<td>1.6</td>
<td>1.77</td>
<td>1.6</td>
<td>1.8</td>
</tr>
<tr>
<td>EBIT MARGIN</td>
<td>11%</td>
<td>13%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>NET PROFIT</td>
<td>0.7</td>
<td>1.0</td>
<td>1.40¹</td>
<td>1.1</td>
<td>1.34²</td>
<td>1.1</td>
<td>1.3</td>
</tr>
<tr>
<td>DIVIDEND (€/SHARE)</td>
<td>0.42</td>
<td>0.44</td>
<td>0.44</td>
<td>+5%</td>
<td>0.463³</td>
<td>+5%</td>
<td></td>
</tr>
</tbody>
</table>

1. Including 385m one-off DTAs; 2. Including 88m one-off relating to SIA shareholding; 3. Subject to AGM approval
MAIL, PARCEL & DISTRIBUTION

PARCEL REVENUE GROWTH MITIGATING ACCELERATED MAIL DECLINE; EBIT IN LINE WITH TARGET

SEGMENT REVENUES¹

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mail</td>
<td>3,632</td>
<td>3,580</td>
<td>3,492</td>
<td>3,552</td>
</tr>
<tr>
<td>Parcel</td>
<td>2,689</td>
<td>2,621</td>
<td>2,456</td>
<td>2,402</td>
</tr>
<tr>
<td>Others²</td>
<td>249</td>
<td>198</td>
<td>188</td>
<td>222</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Δ %</td>
<td>(2%)</td>
<td>(7%)</td>
<td>(6%)</td>
<td>(5%)</td>
</tr>
<tr>
<td>Δ %</td>
<td></td>
<td>+12%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

EBIT

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mail</td>
<td>3.5</td>
<td>1.0</td>
<td>2.4</td>
<td>0.2</td>
</tr>
<tr>
<td>Parcel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others²</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Δ %</td>
<td></td>
<td></td>
<td>+19%</td>
<td></td>
</tr>
</tbody>
</table>

KEY HIGHLIGHTS

1. 2020 revenue figures differ from data presented in February 2018 CMD due to minor product reclassification 2. Includes Philately, Patenti, Via Poste, Poste Motori, Poste Air Cargo and other revenues; 3. Includes income paid by Other Segments in return for use of the distribution network and Corporate Services

Mail revenue decline accelerated due to e-substitution from corporate clients in H2

Parcel revenues up thanks to B2C outpacing market and improving B2B revenues

EBIT in line with target as a result of accelerated restructuring

Revenue target confirmed, driven by continued growth in B2C; mail trend in line with long term trajectory

Operating profitability improving supported by continued transformation
MAIL, PARCEL & DISTRIBUTION
MAIL DECLINE IN LINE WITH LONG TERM TREND; B2C PARCEL PROGRESSING

1. Includes multichannel services, editorial services, Poste volumes and other basic services.
2. Includes international parcels and partnership with other logistic operators.

**MAIL VOLUMES (M/PC)**

- CAGR 17-19: (6.4%)

**PARCEL VOLUMES (M/PC)**

- CAGR 17-19: +14.5%

**KEY HIGHLIGHTS**

- **2019**
  - Mail volumes down mainly in lower margin products (unrecorded mail, direct marketing)
  - Mail tariff benefiting from July-18 repricing
  - Parcel volumes boosted by record B2C and sustained B2B growth
  - Average parcel tariff down on volume mix; B2C tariff up in a competitive environment; due to higher value delivery services

- **2020**
  - Mail volume decline in line with Deliver 2022 long term trajectory, while tariff expected stable
  - Parcel volumes will continue to grow leveraging on e-commerce
PAYMENTS, MOBILE & DIGITAL
REVENUES FURTHER INCREASING WITH STRONG CARD PAYMENT GROWTH

SEGMENT REVENUES

Telecom  Other payments  Card payments

<table>
<thead>
<tr>
<th>Year</th>
<th>Telecom</th>
<th>Other payments</th>
<th>Card payments</th>
<th>Actual</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>532</td>
<td>211</td>
<td>238</td>
<td>+12%</td>
<td>0.4</td>
</tr>
<tr>
<td>2018</td>
<td>592</td>
<td>217</td>
<td>291</td>
<td>+11%</td>
<td>0.2</td>
</tr>
<tr>
<td>2019</td>
<td>664</td>
<td>240</td>
<td>338</td>
<td>+16%</td>
<td>0.4</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td>664</td>
<td>+1%</td>
<td>0.1</td>
</tr>
</tbody>
</table>

EBITDA & EBIT

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA</th>
<th>EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>0.22</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>0.23</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>0.27</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>0.3</td>
<td></td>
</tr>
</tbody>
</table>

KEY HIGHLIGHTS

- **Actual**
  - Card payments benefitting from growing transaction volumes and Postepay Evolution stock
  - Other payments benefitting from new international digital money transfer partnership
  - Telecom revenues up in a competitive market thanks to stable customer base
  - Payment revenues to grow driven by higher transaction volumes
  - Resilient telecom revenues thanks to continuous focus on customer loyalty
  - EBIT up, also after investment in QR Code

- **Guidance**
  - +16%
  - +1%
  - +11%
  - +12%
  - +19%

- **2019**
  - Card payments benefitting from growing transaction volumes and Postepay Evolution stock
  - Other payments benefitting from new international digital money transfer partnership
  - Telecom revenues up in a competitive market thanks to stable customer base
  - Payment revenues to grow driven by higher transaction volumes
  - Resilient telecom revenues thanks to continuous focus on customer loyalty
  - EBIT up, also after investment in QR Code
FINANCIAL SERVICES
UNDERLYING PROFITABILITY LEVERAGING ON IMPROVED DISTRIBUTION CAPABILITIES

€ m (actual), € bn (guidance)

GROSS REVENUES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transaction banking</td>
<td>1,063</td>
<td>1,013</td>
<td>965</td>
<td>1,013</td>
<td>1,013</td>
<td>1,153</td>
<td>859</td>
</tr>
<tr>
<td>Loan &amp; mortgage distribution</td>
<td>1,477</td>
<td>1,636</td>
<td>1,555</td>
<td>1,636</td>
<td>1,636</td>
<td>1,835</td>
<td>1,000</td>
</tr>
<tr>
<td>Asset management</td>
<td>272</td>
<td>339</td>
<td>292</td>
<td>339</td>
<td>339</td>
<td>408</td>
<td>313</td>
</tr>
<tr>
<td>Postal savings</td>
<td>85</td>
<td>100</td>
<td>1,827</td>
<td>313</td>
<td>1,799</td>
<td>1,930</td>
<td>1,827</td>
</tr>
<tr>
<td>Interest income</td>
<td>1,566</td>
<td>1,799</td>
<td>1,827</td>
<td>1,799</td>
<td>1,799</td>
<td>1,930</td>
<td>1,827</td>
</tr>
<tr>
<td>Net capital gains</td>
<td>695</td>
<td>0.3</td>
<td>649</td>
<td>0.3</td>
<td>649</td>
<td>0.3</td>
<td>0.3</td>
</tr>
</tbody>
</table>

EBIT & NET PROFIT

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT</th>
<th>Net profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>646</td>
<td>499</td>
</tr>
<tr>
<td>2018</td>
<td>859</td>
<td>1,617</td>
</tr>
<tr>
<td>2019</td>
<td>874</td>
<td>640</td>
</tr>
<tr>
<td>2020</td>
<td>0.8</td>
<td>0.6</td>
</tr>
</tbody>
</table>

KEY HIGHLIGHTS

• Strong revenue growth in areas of strategic focus – insurance, loans & mortgages distribution and asset management

• Postal savings distribution in line with targets

• Reduced weight of capital gains, in line with targets

• EBIT and net profit in line with target

• Recurring revenue generation confirmed leveraging on effective distribution platform and expanded product portfolio

• Operating profitability lower due to higher intersegment distribution costs to the network

1. Includes revenues from bollettino, banking accounts related revenues, commission from INPS, money transfers and Postamat. 2. Includes revenues from custody accounts, credit cards, other revenues from distribution of third parties products. 3. Excluding 120m Anima one-off in 2018.
GROUP TOTAL FINANCIAL ASSETS
POSITIVE NET INFLOWS AND IMPROVED MIX CONFIRM EFFECTIVE COMMERCIAL STRATEGY

€ bn unless otherwise stated

TFA EVOLUTION\(^1\)

<table>
<thead>
<tr>
<th>Assets under custody</th>
<th>Net technical provision</th>
<th>Mutual funds</th>
<th>Deposits(^2)</th>
<th>Postal savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>514</td>
<td>125</td>
<td>8</td>
<td>53</td>
<td>325</td>
</tr>
<tr>
<td>+2.9bn: o.w.</td>
<td>+19.3bn: o.w.</td>
<td>+11.2</td>
<td>+0.6</td>
<td>+7.2(^1)</td>
</tr>
<tr>
<td>(0.7)</td>
<td>(0.3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+3.9</td>
<td>+3.9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.3</td>
<td>+0.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+2.9</td>
<td>+2.9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(3.5)</td>
<td>(3.5)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY18</th>
<th>Net Inflows</th>
<th>Market Effect</th>
<th>FY19</th>
<th>Net Inflows</th>
<th>Market Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.6</td>
<td>3.5</td>
<td>4.3%</td>
<td>2.9</td>
<td>3.5</td>
<td>12%</td>
</tr>
</tbody>
</table>

KEY HIGHLIGHTS

- TFAs up by 22bn y/y, with positive market effect and 2.9bn net inflows:
- Insurance: +3.9bn net inflows supported by successful multiclass diversification strategy
- Deposits: +2.9bn, benefitting from retail, Postepay and Public Administration inflows
- Mutual funds: +0.3bn net inflows
- Postal savings distribution further improving in 2019, successfully addressing a low rate environment with enhanced commercial offer

1. End of period TFA. 2. Deposits do not include Repo and Poste Italiane liquidity. 3. Including interests accrued
RESILIENT REVENUES FROM BANCOPOSTA INVESTMENT PORTFOLIO
SELF HEDGING STRUCTURE EFFECTIVE IN CHANGING MARKET SCENARIOS

**Key Highlights**

- **Conservative hypotheses:**
  - IRS based on forward curve rates
  - Bond maturities reinvested and minimal new inflows

- **Two stressed scenarios for BTP:**
  - Credit spread level up to 300bps
  - Credit spread level down to 100bps

- Interest income and future capital gains can be achieved in most scenarios; impact on EBIT mitigated considering interest expenses envisaged in 2022

---

**Capital gains + Interest Income**

**Unrealized capital gains**

**Revenue target**

<table>
<thead>
<tr>
<th>Spread @ 300bps</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>300bps</td>
<td>1.6</td>
<td>1.6</td>
<td>1.3</td>
</tr>
<tr>
<td>100bps</td>
<td>4.9</td>
<td>1.7</td>
<td>1.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spread @ 100bps</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>300bps</td>
<td>2.4</td>
<td>4.0</td>
<td>1.2</td>
</tr>
<tr>
<td>100bps</td>
<td>2.4</td>
<td>4.0</td>
<td>3.3</td>
</tr>
</tbody>
</table>

---

Sensitivity analysis performed on the following assumptions:

1. Two stressed scenarios lasting one year (spread at 300bps and spread down to 100bps); reinvestment of maturities, minimal net new inflows per year equal to ~1.5bn
2. Shocks are reabsorbed following year
3. Shock applied to BTP-BUND spread at 171bps

1. New guidance for 2020 figures, deliver 2022 figures for 2022.2. As of 28 February 2020
INSURANCE SERVICES
CONSOLIDATING LEADERSHIP IN LIFE WITH SHIFT TO MULTICLASS AND GROWING P&C

SEGMENT REVENUES

<table>
<thead>
<tr>
<th></th>
<th>P&amp;C</th>
<th>Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,456</td>
<td>1,356</td>
</tr>
<tr>
<td>2018</td>
<td>1,470</td>
<td>1,336</td>
</tr>
<tr>
<td>2019</td>
<td>1,669</td>
<td>1,511</td>
</tr>
<tr>
<td>2020</td>
<td>1,9</td>
<td>1.7</td>
</tr>
</tbody>
</table>

Δ %

<table>
<thead>
<tr>
<th></th>
<th>P&amp;C</th>
<th>Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>+14%</td>
<td>+13%</td>
</tr>
<tr>
<td>2018</td>
<td>+17%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

GWP


EBIT & NET PROFIT

<table>
<thead>
<tr>
<th></th>
<th>EBIT</th>
<th>Net profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>799</td>
<td>546</td>
</tr>
<tr>
<td>2018</td>
<td>866</td>
<td>1,001</td>
</tr>
<tr>
<td>2019</td>
<td>1,006</td>
<td>737</td>
</tr>
<tr>
<td>2020</td>
<td>1.0</td>
<td>0.7</td>
</tr>
</tbody>
</table>

Δ %

<table>
<thead>
<tr>
<th></th>
<th>EBIT</th>
<th>Net profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>+16%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>+16%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>+16%</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>+16%</td>
<td></td>
</tr>
</tbody>
</table>

KEY HIGHLIGHTS

Confirmed leadership in life insurance thanks to commercial focus on multiclass products, now representing 35% of GWP

Increased investment margin in a favourable market environment

P&C revenue up with positive contribution from all products

EBIT and net profit above target supported by all product lines

Revenues driven by continued focus on life multiclass products and modular offer in P&C

1. Including Poste Welfare Servizi (PWS) 2. Life traditional policies + private pension plans 3. Excluding Poste Vita’s DTAs in 4Q18
INSURANCE SERVICES: SOLVENCY II RATIO
WELL ABOVE 200% MANAGERIAL AMBITION THROUGH THE CYCLE

SOLVENCY II RATIO EVOLUTION

- Positive impact from higher risk free rates offsetting BTP-Bund spread increase (+13p.p.)
- Ongoing asset diversification to improve risk-return supporting lower Solvency II future volatility (-11p.p.)
- One-off impact from regulatory model changes and increase in the variable component of capital charge on equity exposures (-21p.p.)
- Transitional measures provide 36p.p. buffer to address market volatility
- Dividend payout to Poste Italiane confirmed at 50% in 2020

1. “Symmetric adjustment” is a countercyclical tool provided by the regulator which allows insurance companies to reduce the capital requirement on equity exposures when markets experience negative performances
**KEY HIGHLIGHTS**

- "Core" Solvency II ratio up to 159% vs FY17 thanks to:
  - Ancillary Own Funds up to 1.75bn
  - Retained earnings for c1.0bn, including 0.4bn DTA write-up;
  - Asset and Liability ongoing diversification
- Higher share of “Core” Solvency II enabling lower volatility

---

1. Excluding transitional measures on technical provisions
INSURANCE SERVICES: SOLVENCY II RATIO – KEY SENSITIVITIES
WELL POSITIONED TO ADDRESS POTENTIAL MARKET VOLATILITY

SOLVENCY II RATIO SENSITIVITIES

- Reduced Solvency II volatility thanks to ongoing managerial actions (e.g. investment and product diversification)
- Excluding transitional measure, Solvency II ratio above managerial ambition through the cycle under stressed scenarios
- Process to develop internal model approved by the BoD

1. Including Transitional measures 2. Vs. Asset Swap Spread
GROUP WORKFORCE EVOLUTION
HEADCOUNT REDUCTION AHEAD OF PLAN TO SUPPORT TRANSFORMATION

AVERAGE HEADCOUNT (‘000)

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover and subsidised exits</th>
<th>New hires</th>
<th>Fixed term contracts</th>
<th>Turnover and subsidised exits</th>
<th>New hires</th>
<th>Fixed term contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>138</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>134</td>
<td>3.5</td>
<td>129</td>
<td></td>
<td>6.4</td>
<td>128</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Value added per FTE up to 67.1k (vs. 60k in 2017)

KEY HIGHLIGHTS

Headcount reduction ahead of plan thanks to accelerated voluntary exits

New hires focused on specialist expertise in logistics and financial advisors to renew workforce

Transformation to continue in 2020 with 8.1k reduction and 6.4k new hires

1. Group revenues minus cost of goods sold and other expenses from financial activities
### COST DISCIPLINE
**SUPPORTED BY SUCCESSFUL EFFICIENCY INITIATIVES**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>O H R costs / revenue</strong></td>
<td>6,125</td>
<td>6,143</td>
<td>5,902</td>
<td>5.7</td>
</tr>
<tr>
<td><strong>Early retirement incentives</strong></td>
<td>500</td>
<td>619</td>
<td>512</td>
<td>5.5</td>
</tr>
<tr>
<td><strong>Ordinary O H R costs</strong></td>
<td>5,625</td>
<td>5,524</td>
<td>5,561</td>
<td>5.5</td>
</tr>
<tr>
<td><strong>Non HR op. costs / revenue</strong></td>
<td>2,868</td>
<td>2,659</td>
<td>2,594</td>
<td>2.7</td>
</tr>
<tr>
<td><strong>D&amp;A</strong></td>
<td>545</td>
<td>570</td>
<td>774</td>
<td>0.8</td>
</tr>
</tbody>
</table>

**KEY HIGHLIGHTS**

1. HR costs down on lower retirement incentives in a favorable context, non-HR costs including D&A up to support business²
2. Focus on cost discipline confirmed
3. Early retirement incentives down in 2020 as restructuring priorities shift to workforce renewal
4. Any increase in non-HR costs directly related to business growth

**Notes:**
- 1. Excluding legal disputes with employees (-32m in 2017, -5m in 2018, -6m in 2019 and 5m in 2020)
- 2. Figures from 2019 onwards considering IFRS 16 implementation
EFFECTIVE CAPITAL EXPENDITURE
CONTINUED INVESTMENTS TO SUPPORT STRATEGY

€ bn unless otherwise stated

CAPEX PLAN

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>0.47</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>0.54</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>0.73</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>0.8</td>
<td></td>
</tr>
</tbody>
</table>

2020 INVESTMENT FOCUS

- **Mail, Parcel & Distribution:**
  - Growing capex in automation, efficiency and customer experience
  - Mixed mail, parcel sorting machines, higher quality delivery services
- **Financial Services and Insurance:**
  - Products and service evolution
- **Payment, Mobile and Digital:**
  - Products development and card payments innovation (e.g. QR-Code)
ALL SEGMENTS CONTRIBUTED TO STRONG GROWTH IN OPERATING PROFITABILITY IN 2019

CONTINUED EBIT GROWTH IN 2020, WITH RECURRING REVENUE GENERATION AND COST REDUCTION
2019 PERFORMANCE VALIDATES STRATEGIC TRANSFORMATION

DIVIDEND +5% Y/Y IN LINE WITH DELIVER 2022 COMMITMENT

NEW 2020 TARGETS WITH UNDERLYING OPERATING PROFITABILITY GROWTH POWERED BY INNOVATION
Q&A
APPENDIX

ADDITIONAL FINANCIAL INFORMATION
<table>
<thead>
<tr>
<th>Segment</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAIL, PARCEL &amp; DISTRIBUTION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Operational turnaround</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Trusted provider and unique network</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Segment revenue/ FTE</td>
<td>€60k</td>
<td>€62k</td>
<td>€64k</td>
<td>€68k</td>
</tr>
<tr>
<td>Parcels delivered by Postini¹</td>
<td>35m/pcs</td>
<td>45m/pcs</td>
<td>52m/pcs</td>
<td>&gt;100m/pcs</td>
</tr>
<tr>
<td>B2C market share</td>
<td>30%</td>
<td>33%</td>
<td>35%</td>
<td>40%</td>
</tr>
<tr>
<td>PAYMENTS, MOBILE &amp; DIGITAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Enhancement of payment eco-system</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Postpay cards stock (#)</td>
<td>17.7m</td>
<td>19.0m</td>
<td>21.5m</td>
<td>18.3m</td>
</tr>
<tr>
<td>o/w Postpay evolution stock (#)</td>
<td>4.7m</td>
<td>6.3m</td>
<td>7.2m</td>
<td>9.9m</td>
</tr>
<tr>
<td>Payment cards transactions (#)</td>
<td>0.9bn</td>
<td>1.1bn</td>
<td>1.4bn</td>
<td>1.6bn</td>
</tr>
<tr>
<td>Digital e-wallet stock (#)</td>
<td>1.7m</td>
<td>2.8m</td>
<td>5.4m</td>
<td>6.5m</td>
</tr>
<tr>
<td>FINANCIAL SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Distribution of comprehensive range of products covering all financial needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TFAs</td>
<td>€510bn</td>
<td>€514bn</td>
<td>€536bn</td>
<td>€583bn</td>
</tr>
<tr>
<td>Product sales (#)</td>
<td>8.0m</td>
<td>8.4m</td>
<td>8.0m</td>
<td>&gt;12m</td>
</tr>
<tr>
<td>Fees per client</td>
<td>€222</td>
<td>€235</td>
<td>€241</td>
<td>&gt;€250</td>
</tr>
<tr>
<td>INSURANCE SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Growth in Life capital-light products and P&amp;C offering</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GWP</td>
<td>€20.4bn</td>
<td>€16.8bn</td>
<td>€18.0bn</td>
<td>€20.7bn</td>
</tr>
<tr>
<td>% multi-class, unit-linked on Life GWP</td>
<td>4%</td>
<td>8%</td>
<td>36%</td>
<td>41%</td>
</tr>
</tbody>
</table>

1. Parcels delivered by Postini in 2016 amounted to 14m/pcs
# Poste Group: Q4 & FY19 One-Offs

## Explanatory Notes to Adjusted Figures

<table>
<thead>
<tr>
<th></th>
<th>Q4-18</th>
<th>Q4-19</th>
<th>EUR m</th>
<th>%</th>
<th>FY18</th>
<th>FY19</th>
<th>EUR m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reported Revenues</strong></td>
<td>2,913</td>
<td>2,949</td>
<td>36</td>
<td>+1%</td>
<td>10,864</td>
<td>11,038</td>
<td>174</td>
<td>+2%</td>
</tr>
<tr>
<td>Gross Capital Gains on Investment Portfolio</td>
<td>0</td>
<td>52</td>
<td></td>
<td></td>
<td>404</td>
<td>353</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visa - IFRS 9 Valuation</td>
<td>(7)</td>
<td>6</td>
<td></td>
<td></td>
<td>9</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visa - Capital Gain on Share Disposal</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td>0</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anima One-Off</td>
<td>120</td>
<td>0</td>
<td></td>
<td></td>
<td>120</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted Revenues</strong></td>
<td>2,801</td>
<td>2,852</td>
<td>52</td>
<td>+2%</td>
<td>10,332</td>
<td>10,659</td>
<td>327</td>
<td>+3%</td>
</tr>
<tr>
<td>Reported Costs</td>
<td>2,923</td>
<td>2,715</td>
<td>(207)</td>
<td>(7%)</td>
<td>9,366</td>
<td>9,264</td>
<td>(101)</td>
<td>(1%)</td>
</tr>
<tr>
<td>Capital Losses on Investment Portfolio</td>
<td>0</td>
<td>8</td>
<td></td>
<td></td>
<td>25</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Retirement Incentives</td>
<td>590</td>
<td>328</td>
<td></td>
<td></td>
<td>619</td>
<td>342</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate Funds Provisions</td>
<td>(4)</td>
<td>0</td>
<td></td>
<td></td>
<td>21</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postel’s Goodwill Impairment</td>
<td>33</td>
<td>0</td>
<td></td>
<td></td>
<td>33</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visa - Fair Value Hedge</td>
<td>0</td>
<td>4</td>
<td></td>
<td></td>
<td>0</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visa - IFRS 9 Valuation</td>
<td>(7)</td>
<td>0</td>
<td></td>
<td></td>
<td>9</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted Costs</strong></td>
<td>2,311</td>
<td>2,376</td>
<td>65</td>
<td>+3%</td>
<td>8,659</td>
<td>8,894</td>
<td>235</td>
<td>+3%</td>
</tr>
<tr>
<td>Reported EBIT</td>
<td>(10)</td>
<td>234</td>
<td>244</td>
<td>n.m.</td>
<td>1,499</td>
<td>1,774</td>
<td>275</td>
<td>+18%</td>
</tr>
<tr>
<td><strong>Adjusted EBIT</strong></td>
<td>490</td>
<td>477</td>
<td>(13)</td>
<td>(3%)</td>
<td>1,673</td>
<td>1,765</td>
<td>92</td>
<td>+6%</td>
</tr>
<tr>
<td>Impairments</td>
<td>62</td>
<td>46</td>
<td></td>
<td></td>
<td>62</td>
<td>46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SIA Stake Revaluation</td>
<td>0</td>
<td>88</td>
<td></td>
<td></td>
<td>0</td>
<td>88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reported Net Profit</td>
<td>343</td>
<td>259</td>
<td>(83)</td>
<td>(24%)</td>
<td>1,399</td>
<td>1,342</td>
<td>(56)</td>
<td>(4%)</td>
</tr>
<tr>
<td><strong>Adjusted Net Profit</strong></td>
<td>349</td>
<td>367</td>
<td>18</td>
<td>+5%</td>
<td>1,172</td>
<td>1,258</td>
<td>86</td>
<td>+7%</td>
</tr>
</tbody>
</table>
MAIL, PARCEL & DISTRIBUTION
PARCEL REVENUE GROWTH MITIGATING ACCELERATED MAIL DECLINE; EBIT IN LINE WITH TARGET

€ m unless otherwise stated

SEGMENT REVENUES

<table>
<thead>
<tr>
<th></th>
<th>Mail</th>
<th>Parcels</th>
<th>Other¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4-18</td>
<td>694</td>
<td>233</td>
<td>63</td>
</tr>
<tr>
<td>FY18</td>
<td>694</td>
<td>233</td>
<td>63</td>
</tr>
<tr>
<td>FY19</td>
<td>623</td>
<td>253</td>
<td>60</td>
</tr>
<tr>
<td>% change</td>
<td>+10%</td>
<td>+9%</td>
<td>+5%</td>
</tr>
</tbody>
</table>

Mail revenue decline accelerated due to e-substitution from corporate clients in H2

Parcel revenues up thanks to B2C outpacing market and improving B2B revenues

EBIT in line with target as a result of accelerated restructuring

1. Includes Philately, Patenti Via Poste, Poste Motori, Poste Air Cargo and other revenues
2. Includes income received by Other Segments in return for use of the distribution network and Corporate Services
PAYMENTS, MOBILE & DIGITAL
REVENUES FURTHER INCREASING WITH STRONG CARD PAYMENT GROWTH

€ m unless otherwise stated

SEGMENT REVENUES

- Telecom
- Other payments
- Card Payments

EBIT PAYMENTS, MOBILE & DIGITAL
REVENUES FURTHER INCREASING WITH STRONG CARD PAYMENT GROWTH

INTERSEGMENT

4Q-18 4Q-19

54 +24% 67
25 +12% 29
79 +16% 91

158 Δ % 187

592 Δ % 664

CARD PAYMENTS

4Q-18 4Q-19

217 +11% 240
85 +1% 86
291 +16% 338

EBITDA & EBIT

4Q-18 4Q-19

48 +25% 61

FY18 FY19

203 241

FY18 FY19

227 268

Δ +4%

KEY HIGHLIGHTS

- Card payments benefiting from growing transaction volumes and Postepay Evolution stock
- Other payments benefiting from new international digital money transfer partnership
- Telecom revenues up in a competitive market thanks to stable customer base

INTERSEGMENT REVENUES

4Q-18 4Q-19

94 94

Ebit

+71

+12.1%

68

664

Δ +16%

+29

+18.2%

375

268

+38

+18.6%

EBITDA

48

203

△ +12%

54

55

+18%

217

241

+18.6%

85

86

291

338

592

664

4Q-18 4Q-19

FY18 FY19

+18%

FY18 FY19

FY18 FY19

227 268

FY18 FY19

227 268

227 268

FY18 FY19

+11%

+1%
### FINANCIAL SERVICES: Q4 & FY19 ONE-OFFS

#### EXPLANATORY NOTES TO ADJUSTED FIGURES

<table>
<thead>
<tr>
<th></th>
<th>Q4-18</th>
<th>Q4-19</th>
<th>EUR m</th>
<th>%</th>
<th>FY18</th>
<th>FY19</th>
<th>EUR m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SEGMENT REPORTED REVENUES</strong></td>
<td>1,342</td>
<td>1,376</td>
<td>34</td>
<td>+3%</td>
<td>5,221</td>
<td>5,213</td>
<td>(8)</td>
<td>(0%)</td>
</tr>
<tr>
<td>GROSS CAPITAL GAINS ON INV. PORTFOLIO</td>
<td>0</td>
<td>92</td>
<td>404</td>
<td>353</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VISA - IFRS 9 VALUATION</td>
<td>(7)</td>
<td>6</td>
<td>9</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VISA - CAPITAL GAIN ON SHARES DISPOSAL</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANIMA - ONE OFF</td>
<td>120</td>
<td>0</td>
<td>120</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SEGMENT ADJUSTED REVENUES</strong></td>
<td>1,230</td>
<td>1,278</td>
<td>49</td>
<td>+4%</td>
<td>4,689</td>
<td>4,834</td>
<td>145</td>
<td>+3%</td>
</tr>
<tr>
<td>INTERSEGMENT REVENUES</td>
<td>161</td>
<td>177</td>
<td>17</td>
<td>+10%</td>
<td>649</td>
<td>712</td>
<td>63</td>
<td>+10%</td>
</tr>
<tr>
<td><strong>ADJUSTED TOTAL REVENUES</strong></td>
<td>1,390</td>
<td>1,456</td>
<td>66</td>
<td>+5%</td>
<td>5,338</td>
<td>5,547</td>
<td>209</td>
<td>+4%</td>
</tr>
<tr>
<td>REPORTED COSTS</td>
<td>1,228</td>
<td>1,306</td>
<td>77</td>
<td>+6%</td>
<td>5,011</td>
<td>5,052</td>
<td>40</td>
<td>+1%</td>
</tr>
<tr>
<td>EARLY RETIREMENT INCENTIVES</td>
<td>1</td>
<td>0</td>
<td>10</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAPITAL LOSSES ON INV. PORTFOLIO</td>
<td>0</td>
<td>8</td>
<td>25</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAPITAL GAINS COMMISSIONING</td>
<td>0</td>
<td>65</td>
<td>307</td>
<td>265</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VISA - FAIR VALUE HEDGE</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REAL ESTATE FUNDS PROVISIONS</td>
<td>(4)</td>
<td>0</td>
<td>21</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VISA - COMMISSIONING ON IFRS 9 VALUATION</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VISA - IFRS 9 VALUATION</td>
<td>(7)</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ADJUSTED COSTS</strong></td>
<td>1,239</td>
<td>1,228</td>
<td>(11)</td>
<td>(1%)</td>
<td>4,640</td>
<td>4,757</td>
<td>117</td>
<td>+3%</td>
</tr>
<tr>
<td>REPORTED EBIT</td>
<td>274</td>
<td>248</td>
<td>(27)</td>
<td>(10%)</td>
<td>859</td>
<td>874</td>
<td>15</td>
<td>+2%</td>
</tr>
<tr>
<td>ADJUSTED EBIT</td>
<td>152</td>
<td>228</td>
<td>76</td>
<td>+50%</td>
<td>698</td>
<td>790</td>
<td>92</td>
<td>+13%</td>
</tr>
<tr>
<td>REPORTED NET PROFIT</td>
<td>190</td>
<td>200</td>
<td>10</td>
<td>+5%</td>
<td>617</td>
<td>640</td>
<td>23</td>
<td>+4%</td>
</tr>
<tr>
<td>ADJUSTED NET PROFIT</td>
<td>111</td>
<td>186</td>
<td>74</td>
<td>+67%</td>
<td>511</td>
<td>577</td>
<td>66</td>
<td>+13%</td>
</tr>
</tbody>
</table>
**FINANCIAL SERVICES**
UNDERLYING PROFITABILITY LEVERAGING ON IMPROVED DISTRIBUTION CAPABILITIES

€ m unless otherwise stated

### GROSS REVENUES
- Intersegment distribution revenues
- Transaction banking
- Loan & mortgage distribution
- Asset management
- Postal savings
- Interest income
- Net capital gains

### REPORTED & ADJ. EBIT AND NET PROFIT
- EBIT
- Net profit

### KEY HIGHLIGHTS
- Strong revenue growth in areas of strategic focus – insurance, loans & mortgages distribution and asset management
- Postal savings distribution in line with targets
- Reduced weight of capital gains, in line with targets
- EBIT and net profit in line with target

1. Includes revenues from bollettino, banking accounts related revenues, commissions from INPS and money transfers, Postamat
2. Includes reported revenues from custody accounts, credit cards, other revenues from distribution of third parties products
3. Excluding 120m Anima one-off
4. Refer to slide 23 for further details on adjustments

1,553 +66 +1.1%
1,545 +43 +2.8%
1,503 +22 +1.1%
1,483 +25 +1.6%
1,404 +10 +0.7%
1,142 0.0%

649 +10 +5.4%
449 +19 +12.0%
403 +20 +10.5%
379 +5 +2.9%
339 +1 +0.3%

5,846 5,913
5,827 5,913
5,846 5,913
5,827 5,913
5,846 5,913

859 874
857 874
859 874
857 874
859 874

274 +15 +4.6%
275 +15 +3.9%
190 +15 +1.4%
190 +15 +0.8%
104 +15 -4.9%

617 640
615 640
617 640
615 640
617 640

FY18 FY19
FY18 FY19
FY18 FY19
FY18 FY19
FY18 FY19

125 +2 +1.7%
125 +2 +1.7%
125 +2 +1.7%
125 +2 +1.7%
125 +2 +1.7%

698 +19 +5.6%
697 +19 +5.6%
698 +19 +5.6%
697 +19 +5.6%
698 +19 +5.6%

152 +228 +3.7%
152 +228 +3.7%
152 +228 +3.7%
152 +228 +3.7%
152 +228 +3.7%

617 +23 +3.9%
615 +23 +3.9%
617 +23 +3.9%
615 +23 +3.9%
617 +23 +3.9%

248 +23 +3.9%
246 +23 +3.9%
248 +23 +3.9%
246 +23 +3.9%
248 +23 +3.9%

303 +242 +12.3%
301 +242 +12.3%
303 +242 +12.3%
301 +242 +12.3%
303 +242 +12.3%

403 +401 +1.1%
403 +401 +1.1%
403 +401 +1.1%
403 +401 +1.1%
403 +401 +1.1%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%

1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
1201 +1201 +0.0%
INSURANCE SERVICES
CONSOLIDATING LEADERSHIP IN LIFE WITH SHIFT TO MULTICLASS AND GROWING P&C

€ m unless otherwise stated

SEGMENT REVENUES

- **P&C**
- **Life**

<table>
<thead>
<tr>
<th></th>
<th>Q4-18</th>
<th>Q4-19</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>P&amp;C</strong></td>
<td>384</td>
<td>420</td>
<td>1,336</td>
<td>1,511</td>
</tr>
<tr>
<td><strong>Life</strong></td>
<td>38</td>
<td>42</td>
<td>135</td>
<td>158</td>
</tr>
<tr>
<td><strong>Δ %</strong></td>
<td>+6%</td>
<td>+11%</td>
<td>+17%</td>
<td>+13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Δ</strong></th>
<th>1,669</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+199</td>
</tr>
<tr>
<td>+13.5%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Δ %</strong></th>
<th>1,470</th>
<th>158</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+199</td>
<td>+13%</td>
</tr>
<tr>
<td>+13.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Δ</strong></th>
<th>422</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+28</td>
</tr>
<tr>
<td>+6.6%</td>
<td></td>
</tr>
</tbody>
</table>

**KEY HIGHLIGHTS**

- Confirmed leadership in life insurance thanks to commercial focus on multiclass products, now representing 35% of GWP
- Increased investment margin in a favorable market environment
- P&C revenue up with positive contribution from all products
- EBIT and net profit above target supported by all product lines

**SEGMENT REVENUES**

- **Q4-18**
  - **P&C**: 384
  - **Life**: 38

- **Q4-19**
  - **P&C**: 420
  - **Life**: 42

- **FY18**
  - **P&C**: 1,336
  - **Life**: 135

- **FY19**
  - **P&C**: 1,511
  - **Life**: 158

**EBIT**

- **Q4-18**
  - **Total costs**
    - Financial Services: 147
  - **EBIT**: 275

- **Q4-19**
  - **Total costs**
    - Financial Services: 174
  - **EBIT**: 276

- **FY18**
  - **Total costs**
    - Financial Services: 449
  - **EBIT**: 606

- **FY19**
  - **Total costs**
    - Financial Services: 479
  - **EBIT**: 664

1. Includes Poste Welfare Servizi (PWS)
2. Includes Private Pension Plan (PPP)
SOLID AND EFFICIENT CAPITAL POSITION IN BANCOPOSTA
AN ASSET GATHERER WITH LOW BALANCE SHEET RISK

LEVERAGE RATIO

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2%</td>
<td>3.0%</td>
<td></td>
</tr>
</tbody>
</table>

CET 1 RATIO

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>18%</td>
<td></td>
</tr>
</tbody>
</table>
BANCOPOSTA ASSETS AND LIABILITIES STRUCTURE
PRUDENT ALM STRATEGY TO MATCH ASSETS AND LIABILITIES

€ m unless otherwise stated

AVERAGE CURRENT ACCOUNT DEPOSITS

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>Δ YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Administration¹</td>
<td>6.4</td>
<td>7.2</td>
<td>+11%</td>
</tr>
<tr>
<td>Corporate customers &amp; other²</td>
<td>6.9</td>
<td>8.6</td>
<td>+12%</td>
</tr>
<tr>
<td>RETO + PostePay</td>
<td>9.6</td>
<td></td>
<td>(11%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35.7</td>
<td>38.7</td>
<td>+9%</td>
</tr>
</tbody>
</table>

AVERAGE INVESTMENT PORTFOLIO

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>Δ % y/y (5bps)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposit @ MEF³</td>
<td>58.7</td>
<td>54.5</td>
<td>2.57</td>
</tr>
<tr>
<td>Italian Government Bonds</td>
<td>7.2</td>
<td>7.4</td>
<td>2.62</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>61.9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Δ % y/y (5bps)

 Avg. return excl. cap. gains (%)
BTP Investment ptf. duration ( # of years)
1. Entirely invested in floating rate deposits c/o MEF; 2. Includes business current accounts, PostePay business and other customers debt; 3. Including Liquidity Buffer and excluding Poste Italiane liquidity; 4. Average yield calculated as interest income on average current account deposits.
**NET TECHNICAL PROVISIONS**
**CONTINUED DIVERSIFICATION TOWARDS CAPITAL EFFICIENT PRODUCTS**

<table>
<thead>
<tr>
<th></th>
<th>Dec-18</th>
<th>Dec-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life technical reserves and net of re-insurance reserves</td>
<td>124,928</td>
<td>140,054</td>
</tr>
<tr>
<td>Life protection</td>
<td>3,882</td>
<td></td>
</tr>
<tr>
<td>Other minor items</td>
<td>11,244</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>149,054</td>
<td>151,380</td>
</tr>
</tbody>
</table>

\(\text{€m unless otherwise stated}\)

**GROUP NET TECHNICAL PROVISIONS\(^1\)**

- Multiclass
- Unit/Index linked (class III)
- Segregated fund products (class I-V)\(^2\)
- P&C

\(\Delta\text{ YoY}\%\)

<table>
<thead>
<tr>
<th></th>
<th>Dec-18</th>
<th>Dec-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segregated funds</td>
<td>120,780</td>
<td>129,947</td>
</tr>
<tr>
<td>&amp; PPP</td>
<td>125,077</td>
<td>140,234</td>
</tr>
<tr>
<td>Unit/Index linked</td>
<td>2,241</td>
<td>9,003</td>
</tr>
<tr>
<td>(class III)</td>
<td></td>
<td>1,103</td>
</tr>
<tr>
<td>P&amp;C</td>
<td>1,907</td>
<td></td>
</tr>
</tbody>
</table>

**Life net technical provisions evolution**

- +15,126 +12.1\%

<table>
<thead>
<tr>
<th></th>
<th>Dec-18</th>
<th>Dec-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net inflows</td>
<td>149</td>
<td>180</td>
</tr>
<tr>
<td>Market effect</td>
<td>120,780</td>
<td>129,947</td>
</tr>
<tr>
<td>21%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(\text{Of which:}\)
- Unrealised gains: +9.6
- Other\(^4\): +1.7

**Unrealised Gains (EUR bn)**

\(\text{2.0 to 11.6}\)

1. Includes non-life technical reserves and net of re-insurance reserves; 2. Includes life protection; 3. Includes interests, upfront fees and other minor items
This presentation contains certain forward-looking statements that reflect Poste Italiane’s management’s current views with respect to future events and financial and operational performance of the Company and of the Company’s Group.

These forward-looking statements are made as of the date of this presentation and are based on current expectations, reasonable assumptions and projections about future events and are therefore subject to risks and uncertainties. Actual future results and performance may indeed differ materially from what expressed or implied in this presentation, due to any number of different factors, many of which are beyond the ability of Poste Italiane to foresee, control or precisely estimate, including, but not limited to, changes in the legislative and regulatory framework, market developments and price fluctuations.

Forward-looking statements contained herein are not a guarantee of future performance and you are therefore cautioned not to place undue reliance thereon.

This presentation does not constitute a recommendation regarding the securities of the Company; it does not contain an offer to sell or a solicitation of any offer to buy any securities issued by Poste Italiane or any of its Group companies or other forms of financial assets, products or services.

Except as may be required by applicable law, Poste Italiane denies any intention or obligation to update or revise any forward-looking statements contained herein to reflect events or circumstances after the date of this presentation.

Pursuant to art. 154-BIS, par. 2, of the Consolidated Financial Bill of February 24, 1998, the executive (Dirigente Preposto) in charge of preparing the corporate accounting documents at Poste Italiane, Alessandro Del Gobbo, declares that the accounting information contained herein corresponds to document results and accounting books and records.

This presentation includes summary financial information and should not be considered a substitute for Poste Italiane’s full financial statements.

Numbers in the presentation may not add up only due to roundings.